

Improve Ability of State Government to Achieve Results
Agency Activities by Category

This table sorts the agency activities that contribute to this result area by category or key strategy. The categories, and the activities within them, are sorted in total dollar order. Because many activities contribute to more than one result area, we have identified the result area to which each activity primarily contributes and any additional result areas it supports. This table indicates whether an activity is considered a primary or secondary contributor to this result area.

Category	Activity Title	Agency Name	Ability of State Government to Achieve Results (Primary or Secondary)	Total Funds	General Fund State	FTEs
Provide state budgeting and finance services				\$1,939,765,000	\$1,296,158,000	231
	Bond Retirement and Interest	<i>Bond Retirement and Interest</i>	P	\$1,783,705,000	\$1,236,903,000	0
	Special Appropriations	<i>Special Approp to the Governor</i>	P	\$111,720,000	\$45,624,000	0
	Investment Activities	<i>State Investment Board</i>	P	\$13,448,000	\$100,000	61
	Governor's Budget Development	<i>Office of Financial Management</i>	P	\$6,718,000	\$6,718,000	41
	Banking Services	<i>Office of State Treasurer</i>	P	\$4,615,000	\$0	25
	Statewide Accounting Policies and Reporting	<i>Office of Financial Management</i>	P	\$3,204,000	\$2,592,000	23
	Debt Management Services	<i>Office of State Treasurer</i>	P	\$2,857,000	\$0	15
	Actuarial Analysis for Pensions and Investments	<i>Office of State Actuary</i>	P	\$2,645,000	\$0	12
	Accounting and Fiscal Services for Treasury & Trust Funds	<i>Office of State Treasurer</i>	P	\$2,638,000	\$0	15
	Investment Services	<i>Office of State Treasurer</i>	P	\$1,930,000	\$0	9
	Statewide Economic and Revenue Forecasts, Fiscal Planning and Research	<i>Office of Financial Management</i>	P	\$1,581,000	\$1,581,000	7
	Administration	<i>Office of State Treasurer</i>	P	\$1,524,000	\$0	10
	Budget Driver and Expenditure Forecasts, Research and Monitoring	<i>Office of Financial Management</i>	P	\$1,484,000	\$1,384,000	8
	Revenue Forecasting	<i>Economic & Revenue Forecast Council</i>	P	\$1,044,000	\$1,044,000	5
	Sundry Claims	<i>Sundry Claims</i>	P	\$477,000	\$82,000	0
	Assessment Payments on State Lands	<i>Office of Financial Management</i>	P	\$130,000	\$130,000	0
	DRS Study Contract	<i>Senate</i>	P	\$45,000	\$0	0
Operate state business enterprises				\$900,902,000	\$0	1,236
	Prizes	<i>State Lottery Commission</i>	P	\$566,744,000	\$0	0
	State Liquor Store Operations	<i>Liquor Control Board</i>	P	\$93,627,000	\$0	634
	Commissions	<i>State Lottery Commission</i>	P	\$58,539,000	\$0	0
	Game Vendors	<i>State Lottery Commission</i>	P	\$21,857,000	\$0	0
	Contract Liquor Store Operations	<i>Liquor Control Board</i>	S	\$17,706,000	\$0	0
	Marketing	<i>State Lottery Commission</i>	P	\$16,866,000	\$0	8
	Sales	<i>State Lottery Commission</i>	P	\$15,746,000	\$0	66
	Administrative Activity	<i>Liquor Control Board</i>	P	\$15,034,000	\$0	86
	Retirement Customer Services	<i>Department of Retirement Systems</i>	P	\$14,204,000	\$0	112
	Retirement Information Systems	<i>Department of Retirement Systems</i>	P	\$14,062,000	\$0	60
	Liquor Warehouse Operations and Distribution	<i>Liquor Control Board</i>	P	\$8,494,000	\$0	71
	Transfer to King County	<i>State Lottery Commission</i>	P	\$8,215,000	\$0	0
	Financing of the Seattle Warehouse and Materials Handling System	<i>Liquor Control Board</i>	P	\$5,717,000	\$0	0
	Trust Fund Accounting	<i>Department of Retirement Systems</i>	P	\$5,106,000	\$0	22
	Administrative Services Activity	<i>State Lottery Commission</i>	P	\$4,867,000	\$0	17
	Information Services	<i>State Lottery Commission</i>	P	\$4,226,000	\$0	15
	Administration	<i>Department of Retirement Systems</i>	P	\$3,922,000	\$0	24
	Deferred Compensation Management for Public Employees	<i>Department of Retirement Systems</i>	P	\$3,703,000	\$0	20
	Employer Support Services	<i>Department of Retirement Systems</i>	P	\$3,347,000	\$0	25
	One-Time Projects	<i>Department of Retirement Systems</i>	P	\$3,261,000	\$0	2

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Operate state	Communications	<i>State Lottery Commission</i>	P	\$2,473,000	\$0	5
	Financial Services and Budget Services	<i>State Lottery Commission</i>	P	\$1,931,000	\$0	14
	Scratch Ticket Distribution	<i>State Lottery Commission</i>	P	\$1,781,000	\$0	5
	LEOFF 2 Board Activities	<i>Department of Retirement Systems</i>	P	\$1,678,000	\$0	5
	Retail Liquor Sales Administration	<i>Liquor Control Board</i>	P	\$1,628,000	\$0	8
	Liquor Purchasing and Merchandising	<i>Liquor Control Board</i>	P	\$1,371,000	\$0	13
	Security	<i>State Lottery Commission</i>	P	\$1,071,000	\$0	5
	Retailer Services	<i>State Lottery Commission</i>	P	\$906,000	\$0	9
	Law Enforcement Officers & Fire Fighters Plan 2 Retirement Board	<i>LEOFF 2 Retirement Board</i>	P	\$889,000	\$0	2
	Planning and Research	<i>State Lottery Commission</i>	P	\$805,000	\$0	3
	Benefits to Volunteer Firefighters and Reserve Law Enforcement Officers	<i>Board for Volunteer Firefighters</i>	S	\$738,000	\$0	3
	Dependent Care Program Management for Public Employees	<i>Department of Retirement Systems</i>	P	\$388,000	\$0	3
Provide support services to government agencies				\$561,157,000	\$81,026,000	2,176
	Legal Services to State Agencies	<i>Office of Attorney General</i>	P	\$136,013,000	\$345,000	844
	Contributions to Retirement Systems	<i>Contributions to Retirement Systems</i>	P	\$54,660,000	\$54,660,000	0
	Printing and Copying	<i>Public Printer</i>	P	\$45,250,000	\$0	36
	Administrative Activity	<i>Office of Attorney General</i>	P	\$27,794,000	\$0	131
		<i>Office of the Secretary of State</i>	P	\$6,728,000	\$3,984,000	34
		<i>Dept of General Administration</i>	P	\$4,618,000	\$92,000	76
		<i>Department of Personnel</i>	P	\$2,957,000	\$0	20
		<i>Office of Financial Management</i>	P	\$2,526,000	\$2,526,000	10
	Risk Management	<i>Office of Financial Management</i>	P	\$38,309,000	\$508,000	22
	Administrative Hearings	<i>Office of Administrative Hearings</i>	P	\$27,242,000	\$0	165
	Human Resource Information Systems	<i>Department of Personnel</i>	P	\$24,716,000	\$0	70
	Central Financial Systems Development and Maintenance	<i>Office of Financial Management</i>	P	\$20,895,000	\$1,449,000	72
	Motor Pool and Permanently Assigned Vehicles	<i>Dept of General Administration</i>	P	\$17,138,000	\$0	11
	Property Management Services - Privately Owned Facilities	<i>Dept of General Administration</i>	P	\$11,303,000	\$0	4
	Acquisition Services	<i>Department of Information Services</i>	P	\$11,274,000	\$0	23
	Agency Administration	<i>Public Printer</i>	P	\$10,000,000	\$0	50
	Mail Services for State Agencies	<i>Dept of General Administration</i>	P	\$9,354,000	\$0	75
	State Archives	<i>Office of the Secretary of State</i>	P	\$7,726,000	\$0	24
	Dispute Resolution of Public Employer Labor Disputes	<i>Public Employment Relations Comm</i>	P	\$7,410,000	\$4,863,000	42
	Mailing and Shipping	<i>Public Printer</i>	P	\$7,000,000	\$0	10
	Assistance to Local Libraries	<i>Office of the Secretary of State</i>	P	\$6,903,000	\$762,000	21
	Material Management Center	<i>Dept of General Administration</i>	P	\$6,768,000	\$0	41
	Recruitment, Testing and Referral of Job Candidates to Agencies	<i>Department of Personnel</i>	P	\$6,520,000	\$0	43
	Purchasing Contract Administration	<i>Dept of General Administration</i>	P	\$6,239,000	\$0	41
	Job Classification and Compensation	<i>Department of Personnel</i>	P	\$5,031,000	\$0	29
	Municipal Research Services	<i>Municipal Research Council</i>	P	\$4,621,000	\$0	0
	Imaging Services and Security Microfilm	<i>Office of the Secretary of State</i>	P	\$3,928,000	\$0	16
	Library Services to State Institutions	<i>Office of the Secretary of State</i>	P	\$3,502,000	\$3,311,000	21
	Collective Bargaining	<i>Office of Financial Management</i>	P	\$3,371,000	\$338,000	15
	Records Management	<i>Office of the Secretary of State</i>	P	\$3,076,000	\$0	12
	Energy Performance Contracting (EPC)	<i>Dept of General Administration</i>	P	\$2,836,000	\$0	11
	Digital Learning	<i>Department of Information Services</i>	P	\$2,650,000	\$2,650,000	0
	Distribution of Surplus Property	<i>Dept of General Administration</i>	P	\$2,514,000	\$0	12

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Provide support	Digital Archives	Office of the Secretary of State	P	\$2,499,000	\$0	6
	Workforce Training and Career Development Services	Department of Personnel	P	\$2,242,000	\$0	21
	Agency Information Technology	Office of the Secretary of State	P	\$2,156,000	\$1,678,000	14
	Real Estate Leasing Services	Dept of General Administration	P	\$2,030,000	\$0	10
	Real Estate Design Services	Dept of General Administration	P	\$2,029,000	\$0	10
	Video Services	Department of Information Services	P	\$2,006,000	\$0	10
	Adjudication of State Employee Civil Service Appeals	Personnel Appeals Board	P	\$1,740,000	\$0	11
	Motor Pool Trip Vehicle Operations - Maintenance	Dept of General Administration	P	\$1,633,000	\$0	5
	Binding and Finishing	Public Printer	P	\$1,600,000	\$0	20
	Population Estimates, Forecasts and Census Data	Office of Financial Management	P	\$1,571,000	\$1,329,000	7
	Prepress	Public Printer	P	\$1,500,000	\$0	10
	Caseload Forecasting	Caseload Forecast Council	P	\$1,350,000	\$1,350,000	7
	Employee Advisory Service	Department of Personnel	P	\$1,275,000	\$0	9
	Investigation and Defense of Tort Lawsuits	Office of Attorney General	P	\$1,140,000	\$0	0
	Local Government Budgeting, Accounting and Reporting System and Statistics	Office of State Auditor	P	\$956,000	\$0	6
	Personal Service and Client Service Contracts	Office of Financial Management	P	\$931,000	\$931,000	5
	Digital Academy	Department of Information Services	P	\$868,000	\$0	4
	Recycle Services	Dept of General Administration	P	\$648,000	\$0	6
	Productivity Board	Office of the Secretary of State	P	\$595,000	\$0	4
	Environmental Services	Dept of General Administration	P	\$459,000	\$0	3
	Graphic Design	Public Printer	P	\$340,000	\$0	3
	Fulfillment	Public Printer	P	\$300,000	\$0	4
	Accounting Services for Other Agencies	Office of Financial Management	P	\$250,000	\$250,000	12
	Public Works Repository (PWR)	Dept of General Administration	P	\$137,000	\$0	1
	Executive Recruitment	Department of Personnel	P	\$30,000	\$0	6
	Combined Fund Drive	Department of Personnel	P	\$0	\$0	4
Revenue Collection				\$229,847,000	\$154,601,000	1,273
	State and Local Revenue Collection and Distribution	Department of Revenue	P	\$91,146,000	\$85,956,000	560
	Administration of Vehicle and Vessel Title and Registration Services	Department of Licensing	P	\$50,750,000	\$1,062,000	186
	Tax Auditing	Department of Revenue	P	\$43,799,000	\$43,462,000	293
	Administration of Fuel Tax Collection and Motor Carrier Services	Department of Licensing	P	\$20,125,000	\$94,000	106
	Property Tax Administration	Department of Revenue	P	\$10,881,000	\$10,881,000	55
	Tax Policy Research, Analysis, and Interpretation	Department of Revenue	P	\$7,042,000	\$7,042,000	41
	Taxpayer Appeals	Department of Revenue	P	\$3,870,000	\$3,870,000	22
	Adjudication of Tax Appeals	Board of Tax Appeals	P	\$2,234,000	\$2,234,000	11
Manage government infrastructure				\$216,493,000	\$288,000	611
	Mainframe Computing	Department of Information Services	P	\$58,390,000	\$0	141
	Voice Telephony Services	Department of Information Services	P	\$44,742,000	\$0	61
	Data Network Services	Department of Information Services	P	\$30,802,000	\$0	71
	Property Management - State Owned	Dept of General Administration	P	\$18,053,000	\$0	26
	Utilities and Fixed Price Contracts	Dept of General Administration	P	\$14,262,000	\$0	6
	Administrative Activity	Department of Information Services	P	\$11,045,000	\$0	54
	Division of Capital Facilities Reimbursable Program	Dept of General Administration	P	\$6,816,000	\$0	52
	Distributed Computing	Department of Information Services	P	\$6,542,000	\$0	27
	Building Maintenance	Dept of General Administration	P	\$6,016,000	\$0	42
	Enterprise Security Services	Department of Information Services	P	\$5,612,000	\$0	13
	Custodial Services	Dept of General Administration	P	\$5,344,000	\$0	54
	Grounds	Dept of General Administration	P	\$2,131,000	\$0	19

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Manage gove	Building Systems - Support	Dept of General Administration	P	\$1,660,000	\$0	10
	Customer Service - Operations Support	Dept of General Administration	P	\$1,188,000	\$0	11
	Steam Plant	Dept of General Administration	P	\$873,000	\$0	7
	Technical Services and Plant Operations Support	Dept of General Administration	P	\$643,000	\$0	5
	Paint Shop	Dept of General Administration	P	\$632,000	\$0	5
	Parking Management	Dept of General Administration	P	\$591,000	\$0	2
	Sign Shop	Dept of General Administration	P	\$429,000	\$0	2
	Maintenance of Governor's Mansion	Office of the Governor	P	\$288,000	\$288,000	0
	Exterior Building Maintenance	Dept of General Administration	P	\$230,000	\$0	1
	Building Access	Dept of General Administration	P	\$204,000	\$0	2
Support the legislative process				\$138,810,793	\$132,325,793	826
	Legislative Policy Setting	House of Representatives	P	\$57,191,000	\$57,146,000	389
		Senate	P	\$45,820,000	\$45,820,000	298
	Information Technology and Telecommunications Services	Joint Legislative Systems Committee	P	\$15,442,000	\$13,629,000	48
	Modification, Publication and Revision of State Laws	Statute Law Committee	P	\$10,161,000	\$7,914,000	51
	Program Evaluations and Studies for the State Legislature	Joint Leg. Audit & Review Committee	P	\$3,642,000	\$3,642,000	18
	Information Services and Support for Legislature	Leg Evaluation & Account Prog Comm	P	\$3,451,000	\$3,451,000	15
	Research and Financial Analysis of Transportation Issues	Leg Transportation Committee	P	\$2,380,000	\$0	4
	Operation of the Legislative Committee on Economic Development and International Relations	Office of Lieutenant Governor	P	\$387,793	\$387,793	2
	LGD Local Government Fiscal Notes	Community, Trade & Economic Develop	P	\$336,000	\$336,000	2
Facilitate citizen involvement in government				\$65,715,224	\$25,638,224	96
	Help America Vote Act Local Grant Program	Office of the Secretary of State	P	\$32,563,000	\$0	0
	Election Cost Reimbursement to Counties	Office of the Secretary of State	P	\$8,334,000	\$8,334,000	0
	Public Affairs Broadcasting	Office of the Secretary of State	P	\$3,932,000	\$3,932,000	0
	Voter Registration Database	Office of the Secretary of State	P	\$3,698,000	\$0	4
	Voters Pamphlet, Voter Outreach, and Legal Advertising	Office of the Secretary of State	P	\$2,906,000	\$2,906,000	5
	Digital Government Services	Department of Information Services	P	\$2,896,000	\$0	9
	Voter Registration and Initiative Services	Office of the Secretary of State	P	\$2,294,000	\$2,294,000	15
	Provide Public Access to Certain Campaign, Lobbying and Financial Information	Public Disclosure Commission	P	\$2,261,224	\$2,261,224	18
	State Depository Collection	Office of the Secretary of State	P	\$2,058,000	\$2,058,000	13
	Federal Information	Office of the Secretary of State	P	\$1,218,000	\$1,218,000	7
	Government Information Locator Service (GILS)	Office of the Secretary of State	P	\$662,000	\$662,000	4
	Certification and Training	Office of the Secretary of State	P	\$646,000	\$646,000	4
	Campus Tours	Dept of General Administration	P	\$451,000	\$0	7
	Advocacy and Coordination of Hispanic Community Issues	Wa State Comm On Hispanic Affairs	P	\$413,000	\$413,000	2
	Advocacy and Coordination of Issues for African-American Communities	Wa St Comm African-American Affairs	P	\$402,000	\$402,000	2
	Advocacy of Asian Pacific-American Community Issues	Comm on Asian Pacific Amer Affairs	P	\$393,000	\$393,000	2
	Visitor Services	Dept of General Administration	P	\$299,000	\$0	3
	Visitor Services - Events	Dept of General Administration	P	\$170,000	\$0	1
	Barrier Free Facilities Program (BFFP)	Dept of General Administration	P	\$119,000	\$119,000	1

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Provide access to appropriate health care				\$64,864,000	\$0	151
	Uniform Medical Plan	Wash State Health Care Authority	S	\$28,436,000	\$0	24
	Administrative Activity	Wash State Health Care Authority	S	\$21,537,000	\$0	84
	Uniform Dental Plan	Wash State Health Care Authority	S	\$9,142,000	\$0	0
	Public Employee Health Care Services	Wash State Health Care Authority	S	\$5,749,000	\$0	44
Provide accountability and oversight of government				\$46,955,776	\$3,164,776	289
	Audits of Local Government	Office of State Auditor	P	\$28,141,000	\$0	173
	Audits of State Government	Office of State Auditor	P	\$12,023,000	\$100,000	82
	Administrative Activity	Office of State Auditor	P	\$2,346,000	\$0	11
	Audit of School Programs	Office of State Auditor	P	\$1,422,000	\$1,422,000	8
	Enforcement of Public Disclosure Laws	Public Disclosure Commission	P	\$840,339	\$840,339	4
	Executive Ethics Board	Office of Attorney General	P	\$697,000	\$0	3
	Investigating Improper Governmental Actions	Office of State Auditor	P	\$684,000	\$0	4
	Agency Administration	Public Disclosure Commission	P	\$495,437	\$495,437	3
	Salary Setting for Elected Officials	Comm on Salaries Elected Officials	P	\$307,000	\$307,000	2
Develop executive policy				\$15,704,207	\$10,756,207	69
	Executive Operations for Governor's Office	Office of the Governor	P	\$6,302,000	\$6,302,000	29
	Statewide Policy Development for Governor's Office	Office of Financial Management	P	\$5,092,000	\$3,736,000	19
	Information Services Policy Development and Project Oversight	Department of Information Services	P	\$3,592,000	\$0	15
	Executive Operations for the Lieutenant Governor's Office	Office of Lieutenant Governor	P	\$718,207	\$718,207	6
Maintain a healthy business climate				\$15,580,000	\$14,926,000	77
	Administrative	Department of Revenue	P	\$14,950,000	\$14,926,000	72
	Certification	Off of Minority & Women's Business	S	\$630,000	\$0	5
Reduce the cost of doing business				\$8,775,000	\$0	55
	Centralization of License Requirements For Businesses	Department of Licensing	S	\$8,775,000	\$0	55
Support the judicial process				\$4,127,000	\$4,127,000	14
	Legal Research and Research Services	State Law Library	P	\$4,127,000	\$4,127,000	14
Enforce the law				\$3,060,000	\$2,935,000	19
	Tobacco Tax Enforcement	Liquor Control Board	P	\$3,060,000	\$2,935,000	19
Respond to emergencies				\$805,000	\$348,000	5
	Facility Planning	Military Department	S	\$805,000	\$348,000	5
Provide technical assistance to communities				\$569,000	\$0	5
	Agency Support	Off of Minority & Women's Business	S	\$569,000	\$0	5
Support government to government relations				\$475,000	\$475,000	2
	Promote Government Relations	Governor's Office of Indian Affairs	P	\$475,000	\$475,000	2
Grand Total				\$4,213,605,000	\$1,726,769,000	7,133